

their successful use of Partnering. MLRS is also performing exceptionally as a pilot program for paperless acquisition. Their efforts have resulted in identification and resolution of numerous challenges that otherwise would have been resolved individually and at great cost by other PMOs.

AGMS achieved the first 10-year warranty within the PEO, TM with the Longbow multi-year production contract, and have made their experience available to other PMOs. This warranty's incentive is structured to encourage the contractor to improve missile reliability throughout production.

Javelin is conducting onsite demonstrations and tutorials to inform other PMOs of Javelin experiences on electronic data interchange. ATACMS-BAT has substantially advanced awareness and capability of modeling and simulation within the PEO, TM and hosted visitors from within DoD and academia.

Although not as dramatic as results under demonstration projects, the COE results have been within the initial expectations of the PEO, TM. After all, the ultimate COE product is cultural change affecting fundamental perceptions and practices of our people. Achieving benefits by leading PMO personnel to seek and apply knowledge from others' experiences continues to be a primary goal. The good news is that progress is being made. Our people are replacing their initial reluctance with a willingness to share and benefit from one another's experiences.

Staying the Original Course

Where is the PEO, TM going with the IA strategy in fiscal year 2000? We are staying the original course but revising leadership methods to increase the focus on changes in business practices. Clearly, there are significant unrealized benefits from the COEs. We will continue to encourage actions to overcome cultural resistance to use of best practices and lessons learned. No new demonstration projects have been assigned other than to the HYDRA 70 PMO, which was not a part of the PEO, TM family when the IA strategy was implemented.

Instead, greater emphasis is being placed on institutionalization of IA successes and refinement of business practices with our industry partners. We will address program concerns that resulted from initial application of performance requirements. Finally, we will work more energetically with industry partners to mitigate risks from industry restructuring, and to achieve a better balance of risks and benefits from performance based acquisition. For example, all PMOs are working action items to improve risk mitigation by improved relation of program risks to technical changes, to implement more appropriate incentive structures, and to ensure supportability of our weapon systems under performance based acquisition.

The ability to change quickly, effectively, and efficiently is a primary characteristic of world-class organizations. Experi-

ence with IA has improved the ability of the PEO, TM family to manage change as a world-class acquisition organization. This improvement alone may prove more valuable in the long run than the benefits already achieved by individual programs in our PMOs. To sustain this improvement, the PEO, TM leadership recognizes the need to frequently reinforce IA objectives and to re-energize efforts when we find progress lagging expectations. The IA strategy is meeting this need for the PEO, TM by enabling continuous improvement of tactical missile acquisition practices. Our customers can expect no change in the long tradition of fielding superb and affordable tactical missiles to the soldier.

Editor's Note: The author welcomes questions or comments on this article. Contact him at jim.steelman@msl.redstone.army.mil.

Gansler Gets First DAU Honorary Professor Award



The Honorable Jacques S. Gansler, USD (AT&L) received the first Defense Acquisition University Honorary Professor Award starting the new millennium. Air Force General Frank J. Anderson, Jr., DSMC Commandant, presented it to him as keynote speaker at the convocation of the Advanced Program Management Class 00-3 on September 11 in Howell Auditorium. The award is presented to distinguished guest lecturers for their valuable contributions to DAU's education program and defense systems acquisition management.